

The 2001 Linkage Excellence in Management & Leadership Series

Managing Without Structure

Featuring Michael Hammer



Dear Participant:

Welcome to the final program in the *2001 Linkage Excellence in Management & Leadership Series*. The seminar series is designed to bring four inspiring and influential business thinkers to your organization in a live and interactive manner.

Today's program, *Managing Without Structure*, features Michael Hammer, noted author and strategic business consultant. He will offer insight as to what it means to manage in an organization without a traditional hierarchical structure. Specifically, the program provides insight on these competencies:

- Trusted influence
- Conceptual thinking
- Systems thinking

Dr. Michael Hammer is one of the world's foremost business thinkers. He is the originator of both reengineering and process-catering, two ideas that have transformed the modern business world. He is the author of *Reengineering the Corporation: A Manifesto for Business Revolution* and *Beyond Reengineering: How the Process-Centered Organization is Changing Our Work and Our Lives*. Dr. Hammer's new book, *The Agenda: What Every Business Must Do to Dominate the Decade*, is making its way up the best-seller list. Dr. Hammer was formerly a professor of Computer Science at the Massachusetts Institute of Technology and was named by *Business Week* as one of four preeminent management thinkers of the 1990's.

In this program, Dr. Hammer introduces the concept of managing without formal structure, in order to profit from the power of ambiguity. Structuring organizations into strategic business units prevents the kind of adaptability to customer needs that today's business environment requires. In order to create value for the customer, unit managers must work collaboratively toward a common goal. This requires influence skills and a comfort level with ambiguity and change beyond what was needed to thrive in the rigid hierarchical structures of old.

These Participant Materials have been designed to complement Dr. Hammer's presentation and include copies of the slides he will be using. Use them to record your notes. At specified points during the program you will be asked to submit questions to ask Dr. Hammer during the question and answer segment scheduled toward the end of the program. Learning is a mental activity that requires more than passively watching a speaker. Simply watching today's program will neither instill leadership skills and knowledge nor result in an immediate change in your organization's culture and strategic positioning.

Instead, becoming a strategic, visionary leader requires reflection, practice, and follow through. To further your learning, suggested pre-presentation activities can be found on page 4. Reinforcement post-presentation activities begin on page 13. These activities have been specifically identified to broaden your knowledge, as well as give you a head start in establishing strategies for becoming both a forceful advocate for your constituency and a trustworthy team player.

Table of contents

Section 1: Satellite Program Materials	3
What you will learn	4
Introduction	4
Basic Premises	4
Question and answer session	5
When the session has concluded	5
Pre-presentation activities	5
During this program	11
Post-presentation activities	17
Section 2: Leadership Assessment Instrument™	24
About the Leadership Assessment Instrument™	25
Leadership Self-Assessment	28
Leadership Self-Assessment answer sheet	31
Individual Development Planning: Leadership Competencies	32
Personal Action Plan	33
Section 3: Forms	35
Question sheet	36
Participant evaluation form	37

SECTION 1

Satellite Program Materials

What You Will Learn

By participating in this satellite presentation with Michael Hammer, you will be able to:

1. Describe the impact on customers of a rigid and fragmented organizational structure
2. Re-examine personally-held beliefs about what it means to "manage"
3. Identify skills associated with effectively managing in a structureless organization
4. List preventive measures to avoid pitfalls in the shift to a structureless organization

Introduction

Formal organizational structures and lines of authority have long provided managers with artificial definitions of their roles. In today's complex world, any fixed structure is intrinsically inadequate and inevitably soon becomes obsolete. In response, companies now need to be organized on multiple dimensions at the same time, which calls for a new style of management, one based on collaboration and teamwork. This presentation will explore the drivers and implications of managing in a structureless environment.

Basic Premises

1. The traditional organization is doomed because it is not sufficiently customer-focused
2. A structureless organization which rewards collaboration and teamwork will achieve better business results
3. New styles of management and leadership are called for to support this shift in focus
4. Making the transition to this new approach requires a clear and compelling vision

Question and answer session

- If participating in the live presentation of this program, call in, fax, or e-mail your question to Michael Hammer using the question sheet on page 36.
- If you are taking part in a post-broadcast program, share your questions with the seminar coordinator and your colleagues.

When the session has concluded...

- Turn to the end of these materials. Complete the participant evaluation form on page 37 and give it to your Site Coordinator.
Your feedback is valuable in ensuring the integrity of this and future programs. We take pride in providing relevant, thought-provoking, and enlightening programs. But we rely on you to help us make it happen!
- To further reinforce your understanding of today's content, as well as hone other aspects of your leadership skills, complete the suggested Post-Presentation activities on page 17.

Pre-presentation activities

- Become familiar with Michael Hammer's accomplishments by reading the brief biography that follows.

Dr. Michael Hammer is recognized around the world as the father of reengineering and the founder of the reengineering movement. He is the author of the seminal *Harvard Business Review* article "Reengineering Work: Don't Automate, Obliterate," and of the international bestseller, *Reengineering the Corporation: A Manifesto for Business Revolution* (Harper Business, 1993). His most recent book, *The Agenda: What Every Business Must Do to Dominate the Decade*, continues and expands on his theories, explaining why and how organizations must replace their strategic business units with a more customer-focused, collaborative model of working toward common goals across traditional boundaries.

Named by *Business Week* as one of the four preeminent management thinkers of the 1990's, Dr. Hammer was named by *The New York Times* as one of the nation's most sought after speakers. He regularly addresses and advises leaders of the world's largest companies, and his seminars on reengineering are attended by thousands of people annually. He has been profiled in *The New York Times*, *The Washington Post*, and numerous business publications.

Dr. Hammer was formerly a professor of Computer Science at the Massachusetts Institute of Technology, and he is a founder and director of several high technology firms.

- **Read books authored or edited by Michael Hammer:**

Re-engineering the Corporation: A Manifesto for Business Revolution (HarperBusiness, 1993)

The Re-engineering Revolution: A Handbook (HarperBusiness, 1995)

Beyond Re-engineering: How the Process-centered Organization Is Changing Our Work and Our Lives (HarperBusiness, 1996)

The Agenda: What Every Business Must Do to Dominate the Decade (Crown Business, 2001)

- **Activity: Terms and Concepts**

Step One: Consider the following terms, which will be used in Dr. Hammer's presentation, and write your own definitions in the space provided.

Overcapacity

Global competition

Commoditization

Strategic business unit

Organizational fragmentation

Process standardization

Centralization

Step Two: Talk with a partner or in small groups about these terms and identify any that are unknown to you.

Step Three: Listen for these, and any other new terms, in Dr. Hammer's presentation, and note their meaning by the appropriate slide which follows the Pre-Broadcast activities.

- **Activity: The Customer Economy**

In his book, *The Agenda*, Dr. Hammer identifies a number of characteristics of what he calls the "age of the customer." Above all, he warns that customers have an unprecedented ability to make informed choices between vendors. Now that more is possible, more is expected, and the businesses which will thrive will be those who find ways to enable their customers to have a seamless experience.

Step One: Consider your typical customer. Answer the following questions in the space provided:

How many services or types of products does the customer buy from you?

Briefly describe each of them.

How many different representatives of your company does the customer interact with in order to receive those products or services?

To what extent is there overlap, duplication or even competition between different parts of your organization in meeting the needs of this customer?

Step Two: Share your answers to these questions with a partner or in a small group.

- **Activity: From Silos to Seamlessness**

Dr. Hammer emphasizes the inherent contradictions between organizations which are divided into strategic business units (SBUs) and seamlessly meeting customers' needs.

Step One: Consider your organization and answer the following questions in the space provided:

Name the major strategic business units in your organization.

Identify one or two specific instances in which their interests are in conflict or competition with one another.

Identify business units that, if they were working together toward a common goal, could make your customers' lives easier.

If your organization were structured with customer needs in mind, how might this effect the organizational chart?

Step Two: Share your answers to these questions with a partner or in small groups.

- **Activity: Management Today**

In *The Agenda*, Dr. Hammer also relates a story about Albert Einstein. Apparently he handed the questions for a test to his secretary, who protested that they were the same as the previous year's test questions and the students would know the answers. Einstein's response was "It's all right, you see. The questions are the same, but the answers are different."

Step One: Answer the following questions in the space provided.

What is your reaction to this quote?

What do you think was "true" about management in the recent past?

What would you say is "true" about management now?

What do you think is "true" about management in your organization right now?

What would you like to think will be "true" about management in your organization in the future?

Step Two: Share your answers to these questions with a partner or in a small group.

- **Activity: Leadership Role Models**

Dr. Hammer asserts that a seamless organization requires a dynamic and strong leader. He says in *The Agenda* that the leader must hold the enterprise together, and that the decline of the strategic business unit must be matched by the rise of the inspirational and charismatic leader.

Step One: Answer the following questions in the space provided.

Name someone you have known personally who you would describe as strong, dynamic, inspirational and/or charismatic as a leader.

What did they do, and what actions did they inspire, that caused you to view them that way?

Is there such a leader in your organization right now?

Step Two: Share your answers to these questions with a partner or in a small group.

- **Application:** Complete the Leadership Assessment Instrument™ (LAI) which appears in Section 2 beginning on page 24. The LAI was researched and developed by Linkage Inc., in partnership with Dr. Warren Bennis. It focuses on the five personal characteristics, or competencies, essential to effective leadership and on the five skills with which leaders put these competencies into practice. Knowing your strengths and opportunities for development may help make today's presentation particularly relevant.

During this program

- ***Participate!*** Use these Participant Materials for your notes.
- Submit questions to be addressed by Michael Hammer during the question and answer session. Dr. Hammer will respond to questions in the latter third of the program. To submit questions, complete either the fax form found on page 36, or call in when prompted during the program.
- Make notes during Hammer's presentation in the space provided on the following pages.

Context: The Age
of the Customer

Drivers
overcapacity
global competition
commoditization

Consequences
increased customer power
higher customer expectations

What Does the
Customer Want?

VT/ET → 1

6Σ

~~NVA~~

ETDBW

The Essence of
the Problem

**Organizational
Fragmentation**

Leading to non-value-adding
work, redundancy, inflexibility,
and lack of customer orientation

One Step to a Solution

Process

an organized group of related tasks that work together to create a result of value

a focus on end-to-end work

customer orientation

Dimensions

design

measurement

teams

ownership

Payoffs

performance

repeatability

A Case in Point

Electric Power Company

facing impending deregulation

the need to improve performance

The Appointment of Process Owners

with specific managers

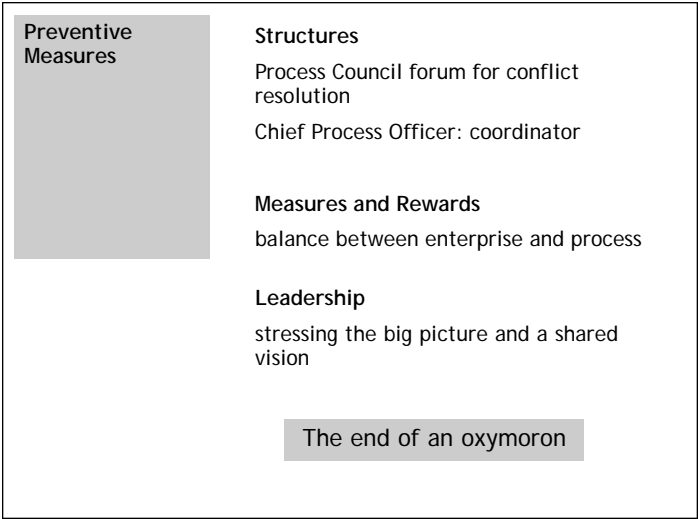
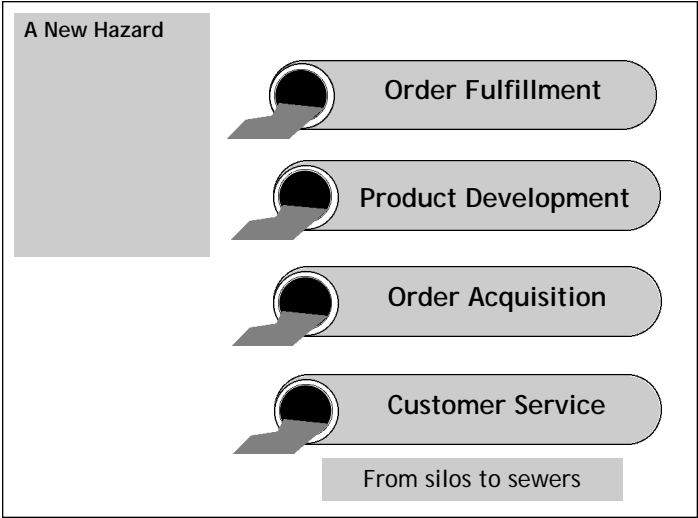
A New Style

the three critical capabilities

playing the evangelist role

the decision rights matrix

moving beyond control and conflict



Excesses of the SBU

Computer Services Provider
missing cross-selling and mega-deals

Electronics Manufacturer
no procurement leverage

Chemical Firm
sabotaging the ERP

Heavy Manufacturer
imbalance of manufacturing capacity

Technology Firm
the unexploited new opportunity

Building Supplies Maker
the challenge of overlapping customers

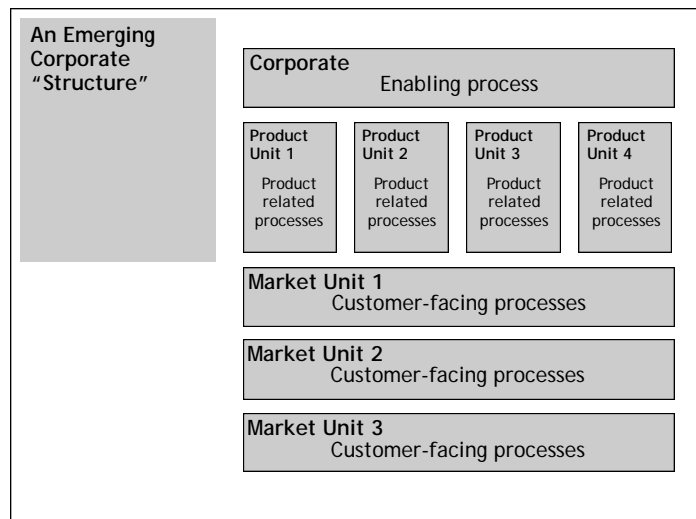
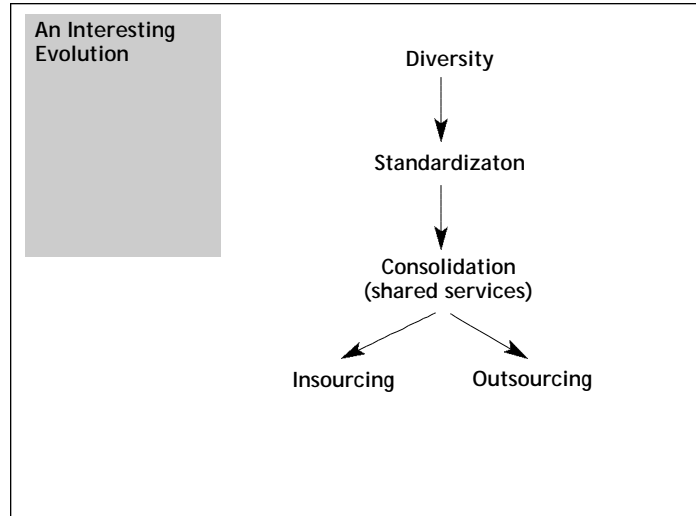
Some Developments of the '90s

The Advent of Shared Services
administrative processing

ERP Implementation
common systems

Leveraged Procurement
virtual centralization

One Face to the Customer
the account team solution



A New Managerial Style

From Control to Advocacy
representing a point of view and an interest from power, clout, and authority to persuasion and influence

Teamwork, Cooperation, and Trust
working together as a unit

Stressing Primacy of the First Person Plural
accepting self-sacrifices and local suboptimization

Facing Complexity
Curly was wrong
adulthood and JFK's dictum

The End of Structure
no more "reports to"
beyond the matrix

Learning to Love Ambiguity and Lack of Clarity
not solving the problem, but coming to see it as a permanent non-problem

Post-presentation activities

- **Complete and submit the participant evaluation form found on page 37 of these Participant Materials.**
- Reread these Participant Materials and review your notes.
- **Application:** Reflect and respond to these questions:
 1. Consider the many competencies implied by Dr. Hammer's theories as presented during the program when responding to each of the following questions. Some of the competencies are:
 - **Trusted Influence - focus on Empowerment:** The ability to help others reach higher levels of performance through trust, delegation, participation, and coaching.
 - **Conceptual Thinking - focus on Strategic (Big Picture) Thinking:** The ability to see all of the forces, events, entities, and people that are affecting (or are being affected by) the situation at hand.
 - **Systems Thinking - focus on Mental Discipline:** The ability to sort through ambiguity and alternatives in a way that crystallizes and puts ideas into action.

- a. Which competency(ies) do you regard as most important for the work you do?

- b. Which do you feel represents one of your strengths?

- c. Which do you feel you need to work on the most?

- d. How can you improve the competency(ies) that you have identified as needing the most work?

2. Based on what Dr. Hammer said about the key elements of managing without structure, what points stand out the most for you?

3. Think for a minute about your own defining moments as a leader. Can you use any of these moments as stories that will aid the development of others?

- **Networking:** Leaders in structureless organizations need to be able to network effectively. Building contacts and relationships with a wide variety of individuals and groups, both inside and outside the organization, will enable you to increase the influence you have with others. Networking is key because:
 1. Leaders need to know what's going on and what people are thinking. There is a complex and always-changing tapestry of opinions, alliances, developments, and problems to be sorted through and managed. Leaders need constant input from a wide variety of sources.
 2. Leaders get things done through other people. They need to be able to influence and call upon a wide variety of other people and organizations in order to be successful. Most of these people and organizations are not under

the leader's direct control, so the leader has to build relationships and alliances with them.

3. Leaders understand the importance of the informal network. They know that the informal network, or grapevine, serves an important function for employees, who use it to share and test their perceptions about important organizational matters. Contrary to popular belief, studies show that this informal network is accurate 75% of the time. Leaders can use it and the insights it provides to clarify key issues, shape their agenda, and communicate more effectively.

- **Activity:**

Step One: Answer the following questions in the space provided.

1. Do these statements reflect your experience of successful managers?

2. What examples come to mind?

3. Do you know leaders who do not actively network, yet who are successful?

4. How will a structureless environment impact these leaders, and how will it impact your leadership behaviors?

Step Two: Share your responses with a partner or with a small group.

- **Self-Assessment: Your Networking Behavior**

- Step 1** The assessment on the following page lists ten behaviors found to be typically used by successful managers. Answer the questions on the assessment by recording how typical each behavior is of your own work.
- Step 2** Add your scores to get a total.
- Step 3** Estimate your own “perfect” score. The highest possible total score is 50, but this might not be “perfect” for you. Your own “perfect” score depends on the requirements of your job and might be lower than 50. Still, if you are in a position where leadership is required, then a score of 30 or lower is probably too low. You must be the judge of how far you currently are from your own perfect score.
- Step 4** Reflect on your results.
- What insights do you have about your current networking behavior? Where are your strongest areas? Weakest?
 - What behavioral changes will help you achieve your "perfect score" as an effective networker?
- Step 5** Pair up with a fellow participant. Share your insights and offer one another advice on improving your networking skills.

- **Assessment**

Typical behaviors of successful General Managers:	How typical is this of your own work?				
	Not at all typical				Very typical
1. The range of topics in their discussions is extremely wide and varied. They will discuss virtually anything and everything even remotely associated with their businesses.	1	2	3	4	5
2. They ask a lot of questions—even hundreds within a 30-minute conversation.	1	2	3	4	5
3. During conversations, they rarely seem to make "big" decisions.	1	2	3	4	5
4. Their discussions usually contain a fair amount of "casual conversation" that is not related to work.	1	2	3	4	5
5. Often the topic of conversation is relatively unimportant to the business organization.	1	2	3	4	5
6. In these conversations, the managers rarely give orders in a traditional sense.	1	2	3	4	5
7. They often attempt to influence others by asking, requesting, cajoling, persuading, and even intimidating.	1	2	3	4	5
8. They spend most of their time with others in brief conversations, of less than 10 minutes, that typically cover many unrelated topics.	1	2	3	4	5
9. They often react to other people's initiatives or issues.	1	2	3	4	5

Add your scores for a TOTAL _____

Source: Adapted from John Kotter, "What Effective General Managers Really Do", *Harvard Business Review*, March-April 1999, pp. 145-159.

- **Activity: Building Your Network**

What kind of configuration are you trying to build? Two common configurations created by connecting with others are a hub and a web.

- A hub network puts you at the center. A lot of people are in touch with you, but they aren't necessarily in touch with each other.
- A web network gives everybody the chance to be in touch with each other.

Creating a hub puts you clearly in control. Creating a hub gives you more power relative to others, but does not help to create total organizational power. A web, on the other hand, creates more total organizational power, but gives you less absolute power. The leader who is a web-builder brings people together and structures interactions among others, even interactions that do not include the

leader. Such a leader strengthens the relationships among a variety of people who may be required to communicate and coordinate their actions to advance the leader's future agenda.

Step One: Reflect on the type of network you have now. Is it more of a hub or a web? Will it suit your needs during the changes your organization is embarking on? Write your insights in the space which follows:

Step Two: Share your insights with a partner or with a small group.

- **Activity: My Current Network**

Construct a picture of your current network on a blank piece of paper. You might want to consider the following as you depict it (and consider ways of visually representing these aspects):

- Level of trust
- Frequency of interaction
- Internal vs. external
- Relative importance
- Level of influence

- **Activity: Advice for Improving Your Network**

Step One: Consider the following strategies for strengthening and expanding your existing network.

1. **Plug in to the connectors.** In every organization, certain people are connectors. That is, they have an unusually large number of contacts and connections throughout the organization. Often, they learn important things through their informal network. Leaders who can identify and forge relationships with such people can build stronger, more expansive webs.
2. **Play matchmaker.** Web-builders connect others by identifying mutual interests and needs and arranging interactions that might not otherwise occur. Examples of such matchmaking include the following:
 - Inviting new and different people to meetings
 - Including diverse people on task forces and committees
 - Scheduling training classes that include other business units or functions

3. **Loiter and learn.** Notice the places where people naturally congregate and the typical times they get together. It used to be that the water cooler served this function. Then the venue switched to the copying machine. It can pay off to recognize where the natural hot-spots are in your organization for socializing and information sharing. Brief amounts of time spent in these areas may be beneficial for relationship-building as well as for keeping your finger on the pulse of the organization.
4. **Catch the winds of change.** Certain individuals and groups are better positioned to feel the winds of change stirring. Salespeople and customer service representatives, for example, are closest to the customer and may have important data about changing customer requirements for business success. Your organization's IT professionals may have the best handle on the impact of new technologies. Cultivating relationships with people in such groups can counter a tendency to remain insular in your thinking. It can position you as a leader who is perceptive, forward-thinking, and proactive on important business matters.

Step Two: List one or two specific actions you can take in the following week to improve your network.

- Read selections from the following suggested reading list:

The Living Company: Habits for Survival in a Turbulent Business Environment by Arie De Geus, Harvard Business School, 1997.

Leading Consciously: A Pilgrimage to Self-Mastery by Debashis Chatterjee, Butterworth-Heinemann, 1998.

Built to Last: Successful Habits of Visionary Companies by James C. Collins and Jerry I. Porras, HarperBusiness, 1997.

Ishmael by Daniel Quinn, Bantam, 1992.

My Ishmael by Daniel Quinn, Bantam, 1997.

The Pursuit of Prime: Maximize Your Company's Growth with the Adizes Program by Ichak Adizes, Knowledge Exchange, 1997.

SECTION 2

The Leadership Assessment Instrument™

Excerpted from The Leadership Assessment Instrument™ and Development Guide,
©1999 Linkage, Inc. Used with permission. Call 781-862-3157 for further information.

About the Leadership Assessment Instrument™

The Leadership Assessment Instrument™ (LAI) was researched and developed by Linkage, Inc., in partnership with Dr. Warren Bennis. It focuses on the five personal characteristics, or competencies, essential to effective leadership and on the five skills with which leaders put these competencies into practice. Knowing your strengths and opportunities for development may help make today's presentation particularly relevant.

The five categories the instrument assesses are:

1. Focused drive
2. Emotional intelligence
3. Building trust/enabling others
4. Conceptual thinking
5. Systems thinking

Each competency and each skill has a definition and an associated set of behaviors that demonstrate that competency or skill. Additionally, each competency is described by ten of these behaviors and each skill by five. Furthermore, the ten behaviors for each competency are organized into two groups of five, each corresponding to a component of that competency.

Let's take a closer look at the five competency categories in greater detail.

Focused Drive

The competency of focusing on a goal and harnessing your energy in order to meet that goal—a balance between the components of:

- **Focus:** The ability to identify an important goal or vision and to channel efforts at specific targets that support that goal or vision.
- **Drive:** The ability to persevere, sacrifice (when necessary), and expend high degrees of energy to reach high levels of performance.

Emotional Intelligence

The competency of understanding and mastering your emotions (and those of others) in a way that instills confidence, motivates, inspires, and enhances group effectiveness—a balance between the components of:

- **Perception:** The ability to read the emotions and thoughts of others through the use of insight and analytical skills.
- **Emotional Maturity:** The ability to master emotions and cope with stress in a way that instills confidence, motivates, and enhances group effectiveness.

Trusted Influence

The competency of evoking trust from others and placing trust in others to enable them to succeed—a balance between the components of:

- **Commitment:** The ability to evoke trust from others by keeping commitments, adhering to high ethical standards and principles, and building shared goals or values.
- **Empowerment:** The ability to help others reach higher levels of performance through trust, delegation, participation, and coaching.

Conceptual Thinking

The competency of conceiving and selecting innovative strategies and ideas for your organization—a balance of the components of:

- **Innovation:** The ability to create/enhance ideas, products, and services that lead to bottom-line success.
- **Big-Picture Thinking:** The ability to see all of the forces, events, entities, and people that are affecting (or are being affected by) the situation at hand.

Systems Thinking

The competency of rigorously and systematically connecting processes, events and systems—a balance between the components of:

- **Mental Discipline:** The ability to sort through ambiguity and alternatives in a way that crystallizes and puts ideas into action.
- **Process Orientation:** The ability to increase overall learning and performance by designing, implementing, and/or connecting processes.

Purpose and Overview

The purpose of this Leadership Self-Assessment is to provide a leadership profile based on the competencies necessary for strong, superior leadership. The data that you provide will enable you to construct a profile, complete with areas of strength and areas for future development.

Please complete the instrument by assessing your own behaviors and skills according to the directions below. Be honest—the more rigorous you are, the better you can target your developmental needs. Remember, the instrument is meant to assess how you believe that you actually are; not how you think that you should be.

Directions

For each of the 50 items listed on the following pages, consider how much the stated behavior characterizes your own behaviors, thoughts, intentions, or skills in on-the-job situations, and then rate yourself in the space provided according to the following scale:

3 = I often demonstrate this behavior.

2 = I sometimes demonstrate this behavior.

1 = I hardly ever demonstrate this behavior.

Use the enclosed answer sheet (page 31) to record your answers. After recording your answers, add up the totals for each competency and then transfer the overall competency scores to the competency profile sheet on page 32.

Leadership Self-Assessment Questions

1. I balance multiple tasks and prioritize when faced with limited time and/or resources.
2. I create a positive environment—even when it appears “all is lost”—by expressing optimism and offering encouragement to team members.
3. I keep a mental record of every commitment that I make and follow through on my promises.
4. I steer through ambiguity and “information clutter” to resolve complex problems.
5. I ask questions to try to piece together “unrelated” information, events, etc.
6. I build momentum by spending 90 percent of my time on the top 10 percent of my priority list.
7. I view my “wins” with pride and humility.
8. I operate by a value-driven work philosophy that is grounded on clear principles.
9. I adhere to a disciplined process for sorting out alternatives and arriving at the best option when approaching a problem or project.
10. I make connections between and among information, events, etc. that reveal key issues, problems, or opportunities.
11. I display single-mindedness in unstoppably directing my energy at specific targets.
12. I persuasively and effectively reassure teams and/or individuals in the face of setbacks or seemingly insurmountable obstacles.
13. I identify and find ways to meet the needs, expectations, and wants of others up, down, and across the organization.
14. I test ideas and assumptions by carefully reviewing ideas with thought leaders and critical thinkers within my organization.
15. I do not accept a problem at face value, but search for the less obvious underlying factors driving the problem.
16. I find a way to “get it done” and will sacrifice personally to reach the goal line.
17. I have a thorough understanding of my own emotions and feelings and how they impact the situation at hand.
18. I give people a sense of personal fulfillment by recognizing their individual contributions in the achievement of a goal.

Leadership Self-Assessment (continued)

19. I consult outside resources (e.g., magazines and databases) in order to identify where my company, my industry, and the market are moving and to size up new business opportunities.
20. I take into account the potential implications of a decision on other people and departments within the organization before moving forward.
21. I stay the course mentally despite potential distractions and disruptions to my primary focus.
22. I control and selectively display my emotions and feelings in a beneficial way (e.g., I successfully channel my anger).
23. I help build shared goals and values to reinforce individual commitment to the organization.
24. I create viable new business ideas by thinking “out of the box,” as well as in a sound business fashion.
25. I build and connect processes within my organization to assure that implementation remains constant and reliable.
26. I display stamina, energy, and intensity in achieving high standards of performance.
27. I express myself in consistent moods that invite participation and further communication with others.
28. I provide honest, clear feedback by focusing on the issue (and not the person) so that the person will accept and consider the feedback.
29. I ask “What if?” questions and play out scenarios to test new business ideas that challenge the status quo.
30. I assure that new ideas are integrated with established procedures and processes so that the organization can digest the new ideas.
31. I act decisively, with a passion for making things happen.
32. I recognize and consider the emotions and feelings of others before taking action.
33. I articulate a goal or vision and motivate others to help me reach that goal or vision.
34. I have the ability to create unorthodox or revolutionary concepts that have growth or profit potential.
35. I create synergy by involving the “right people” in all phases of work design and operational implementation.

Leadership Self-Assessment (continued)

36. I demonstrate boldness in striving for ambitious goals rather than settling for the safety of achievable results.
37. I treat different people differently, with appropriate amounts of candor and sensitivity depending on each individual's unique makeup.
38. I create shared responsibility among team members by building participation in decision making and delegating key tasks and functions.
39. I take the time to check whether a new idea is feasible before proceeding.
40. I pull together disparate ideas to create clear themes and pathways that may alleviate the confusion and anxiety of others.
41. I seek—and find—creative solutions to obstacles blocking the path to the goal line.
42. I accept rejection with grace and renewed determination, modeling to others how to handle failure.
43. I display trust in others by giving them additional responsibilities—and providing them with the appropriate tools and resources necessary to carry out those responsibilities.
44. I seek better solutions to problems instead of falling back on established protocol.
45. I demonstrate a commitment to continuous learning by documenting critically important action steps, i.e., I try to make sure that my organization does not “reinvent the wheel.”
46. I effectively communicate the critical nature of the goal in a way that allows others to focus on that goal as well.
47. I offer solutions, suggestions, and constructive criticism to others while also remaining open to additional possibilities.
48. I successfully help individuals and teams reach higher levels of performance (e.g., by displaying confidence in them at critical junctures).
49. I am receptive to the new ideas of others and try to improve or enhance them in a non-threatening manner.
50. I see an entity (e.g., my organization) not merely as a collection of isolated processes and parts, but as a unitary whole of interconnected processes.

Leadership Self-Assessment Answer Sheet

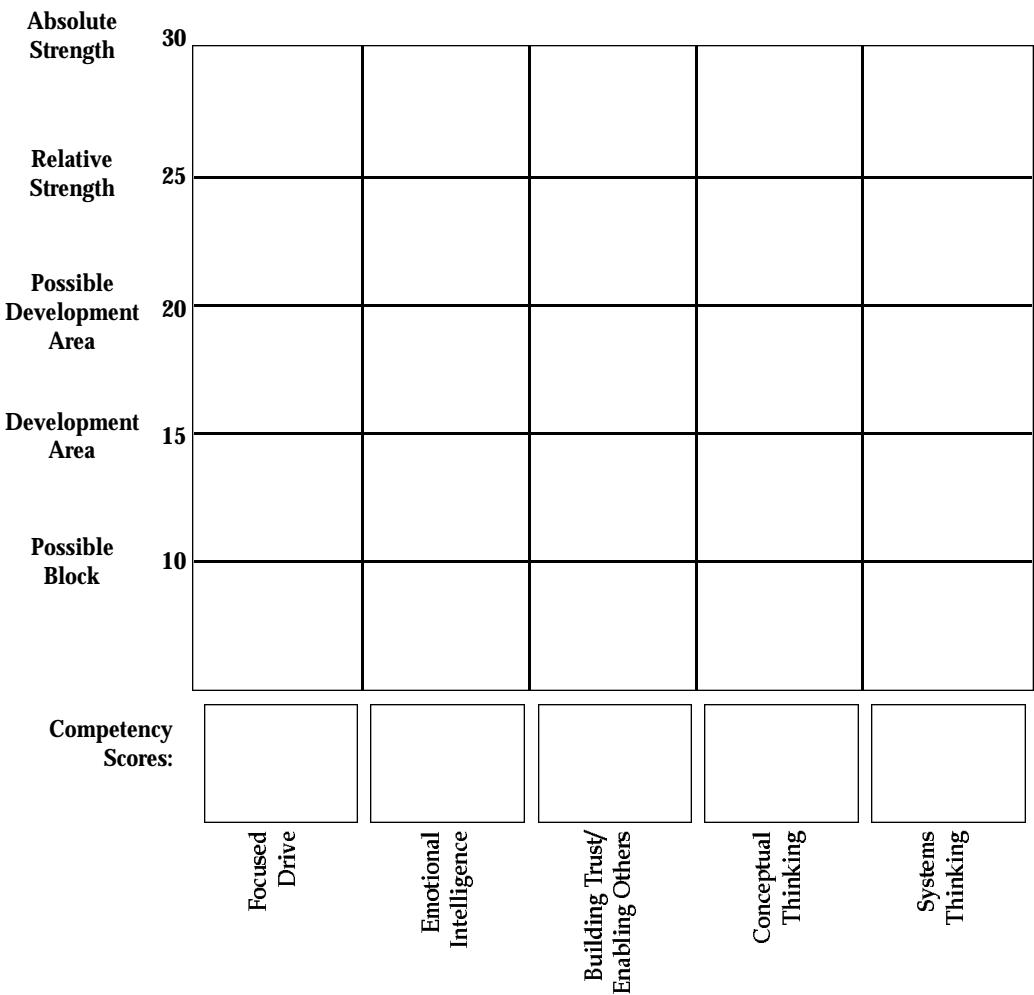
Focused Drive	Emotional Intelligence	Building Trust/Enabling Others	Conceptual Thinking	Systems Thinking
1. _____	2. _____	3. _____	4. _____	5. _____
6. _____	7. _____	8. _____	9. _____	10. _____
11. _____	12. _____	13. _____	14. _____	15. _____
16. _____	17. _____	18. _____	19. _____	20. _____
21. _____	22. _____	23. _____	24. _____	25. _____
26. _____	27. _____	28. _____	29. _____	30. _____
31. _____	32. _____	33. _____	34. _____	35. _____
36. _____	37. _____	38. _____	39. _____	40. _____
41. _____	42. _____	43. _____	44. _____	45. _____
46. _____	47. _____	48. _____	49. _____	50. _____
TOTALS:				
_____	_____	_____	_____	_____

Individual Development Planning

Leadership Competencies

Competency Profile Sheet

- 1. Transfer your overall competency scores from the answer sheet to the corresponding boxes below.
- 2. Plot points on the graph using the scale on the left.
- 3. Connect the dots to see your overall competency profile.



Personal Action Plan

This is a sample of a personal action plan for professional development. It is an opportunity to focus on 2-3 goals critical to your success, identify specific actions that will help you achieve your goal, and identify resources and support you will need to achieve your plan.

Development Goal	Action Plan Activities	Support and Resources
Be Specific I will improve my ability to lead my change management team Criteria for success: Action items will be acted upon positively and actions taken discussed in the next meeting	Be Concrete I will take a course on meeting management I will ask others for input into the agenda I will check with team members on commitment for results before meeting adjourns I will check in with team members to see if they need help between meetings	Be Realistic Check with HR Dept. to see when next Meeting Management Class is being held Senior manager as a coach Support of team members to help me lead and facilitate more effective meetings
Be Specific	Be Concrete	Be Realistic
Be Specific	Be Concrete	Be Realistic

Personal Action Plan

Prepare a personal action plan for professional development. Focus on 2-3 goals critical to your success. Identify specific actions that will help you achieve your goal. Identify resources and support you will need to achieve your plan.

Development Goal	Action Plan Activities	Support and Resources
Be Specific	Be Concrete	Be Realistic
Be Specific	Be Concrete	Be Realistic
Be Specific	Be Concrete	Be Realistic

SECTION 3

Forms

Question Sheet

Use this form to write your question for Michael Hammer or for discussion among your colleagues. Please write clearly.

Name (optional) -----

Organization -----

Location -----

Your question (25 words or less):

Tel 1-800-489-8814 (from within U.S.)
 801-303-7412 (from outside U.S.)

Fax 1-877-892-0170 (from within U.S.)
 646-349-3661 (from outside U.S.)

Email leadership2001@linkage-inc.com

Linkage Excellence in Management & Leadership Evaluation Form

MICHAEL HAMMER: MANAGING WITHOUT STRUCTURE

PLEASE RETURN THIS FORM TO YOUR SITE COORDINATOR OR FAX TO 781-862-2355.

NAME _____ TITLE _____

ORGANIZATION _____

PHONE _____ EMAIL _____

Please indicate functional area (only check one):

☐ Finance ☐ Human Resources ☐ Manufacturing/Operations ☐ Marketing ☐ R&D ☐ Sales ☐ Other (specify) _____

How many people do you have reporting to you (include all levels)? Number: _____

Please indicate your job level (only circle one):

☐ President or Officer ☐ Vice President or Director ☐ Manager/Supervisor ☐ Team Leader ☐ Sales Rep. ☐ Customer Service Rep.

☐ HR, T&D, OD Practitioner ☐ Other: _____

1) Please indicate a rating for each of the following evaluation criteria by checking the appropriate box.

	Strongly Disagree	Somewhat Disagree	Somewhat Agree	Strongly Agree
Good Length of Presentation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Effective presenter	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Useful participant materials	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Useful question and answer	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Live (versus taped) broadcast important	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

2) Please give a general overall comment about the program. _____

3) Can Linkage use this comment for promotional purposes (including name and organization)? ☐ YES ☐ NO

4) On a scale of 1-10 (10 = Outstanding), how would you rate this satellite broadcast session? Rating: _____

5) How many viewers would you estimate attended this event (in the room with you)? Number: _____

6) Which speakers are you most interested in seeing at the next Linkage Satellite (Distance Learning) Learning Series? (Please rate your top ten, "1" being most interested, "10" being least interested)

___ Peter Senge	___ Sumantra Goshal	___ Carly Fiorina
___ Steve Case	___ Clayton Christensen	___ Elizabeth Dole
___ Maya Angelou	___ Don Tapscott	___ Nicholas Negroponte
___ Doris Kearns Goodwin	___ Michael Porter	___ Dave Ulrich
___ Francis Hesselbein	___ John Kotter	___ Anna Quindlen
___ Michael Hammer	___ Noel Tichy	___ Richard Pascale
___ Gary Hamel	___ James Champy	___ John Chambers
___ Charles Handy	___ C.K. Prahalad	___ Marcus Buckingham
___ Steve Jobs	___ Michael Dell	___ Jim Collins
		___ Other _____

PLEASE RETURN THIS FORM TO YOUR SITE COORDINATOR OR FAX TO 781-862-2355.